

CORPS OF ENGINEERS HYDROPOWER PROGRAM

OPERATIONS' -

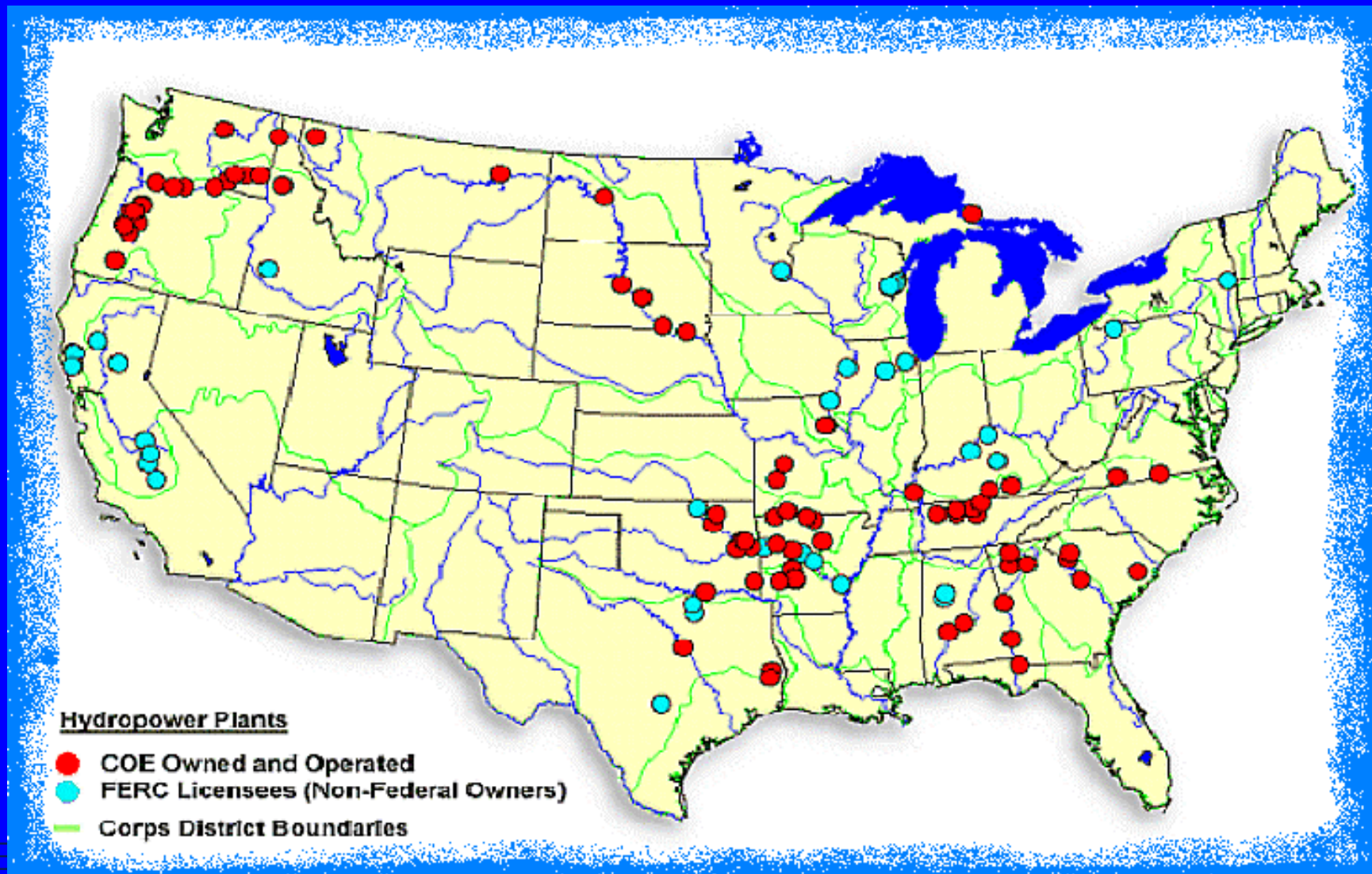
The

PRE-EMINENT STEWARDS

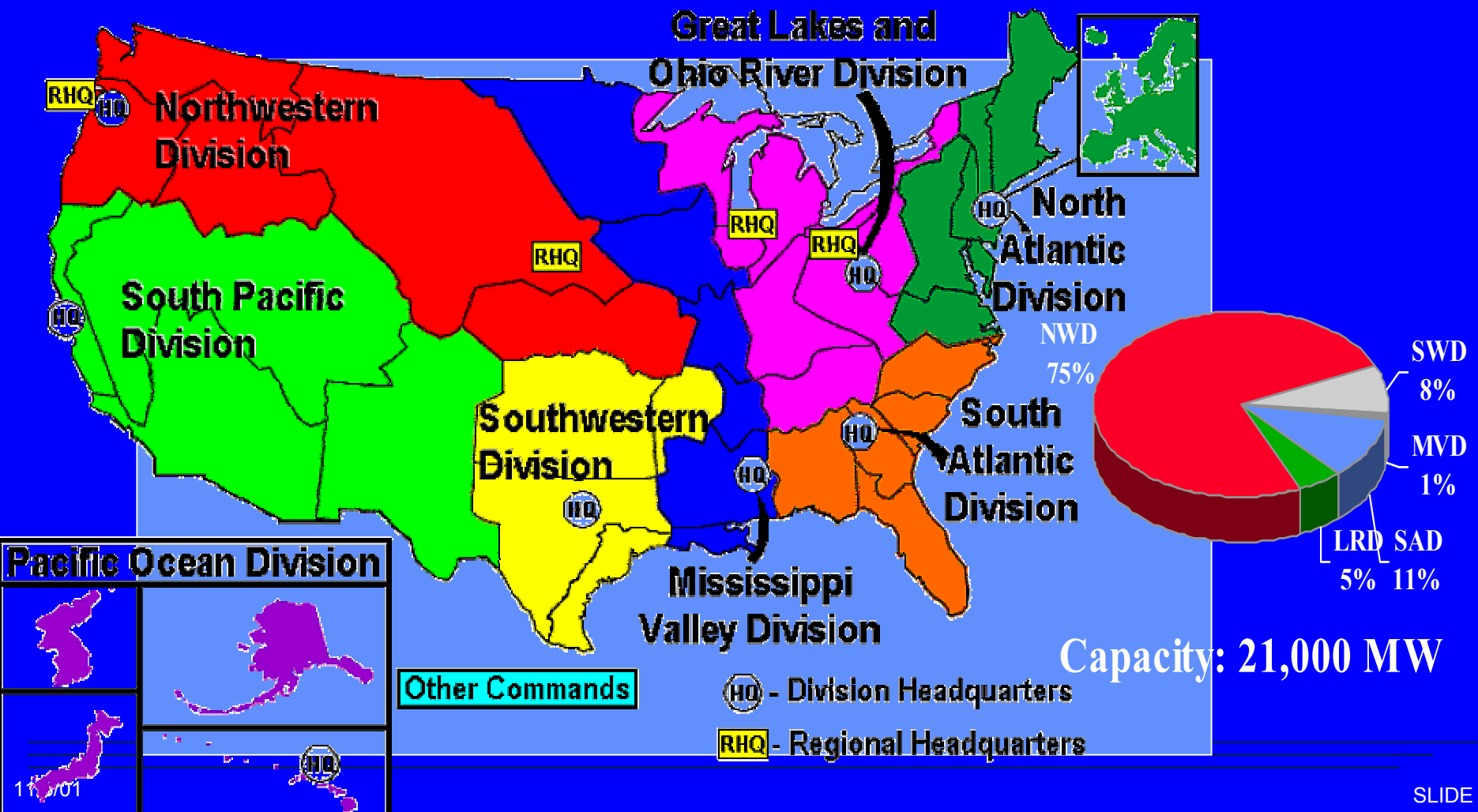
of

ENTRUSTED RESOURCES

CORPS OF ENGINEERS HYDROPOWER PROGRAM



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SITUATIONAL AWARENESS

- *RESOURCES*

DOLLARS AND CAPABLE WORKFORCE

- *REGULATIONS*

UNFUNDED MANDATES, DEREGULATION

- *INFRASTRUCTURE*

STEWARDSHIP OF ENTRUSTED RESOURCES

CORPS OF ENGINEERS HYDROPOWER PROGRAM

FUTURE STATE

CAPABLE WORKFORCE

LIFE CYCLE SUPPORT FOR EMPLOYEES CAREERS

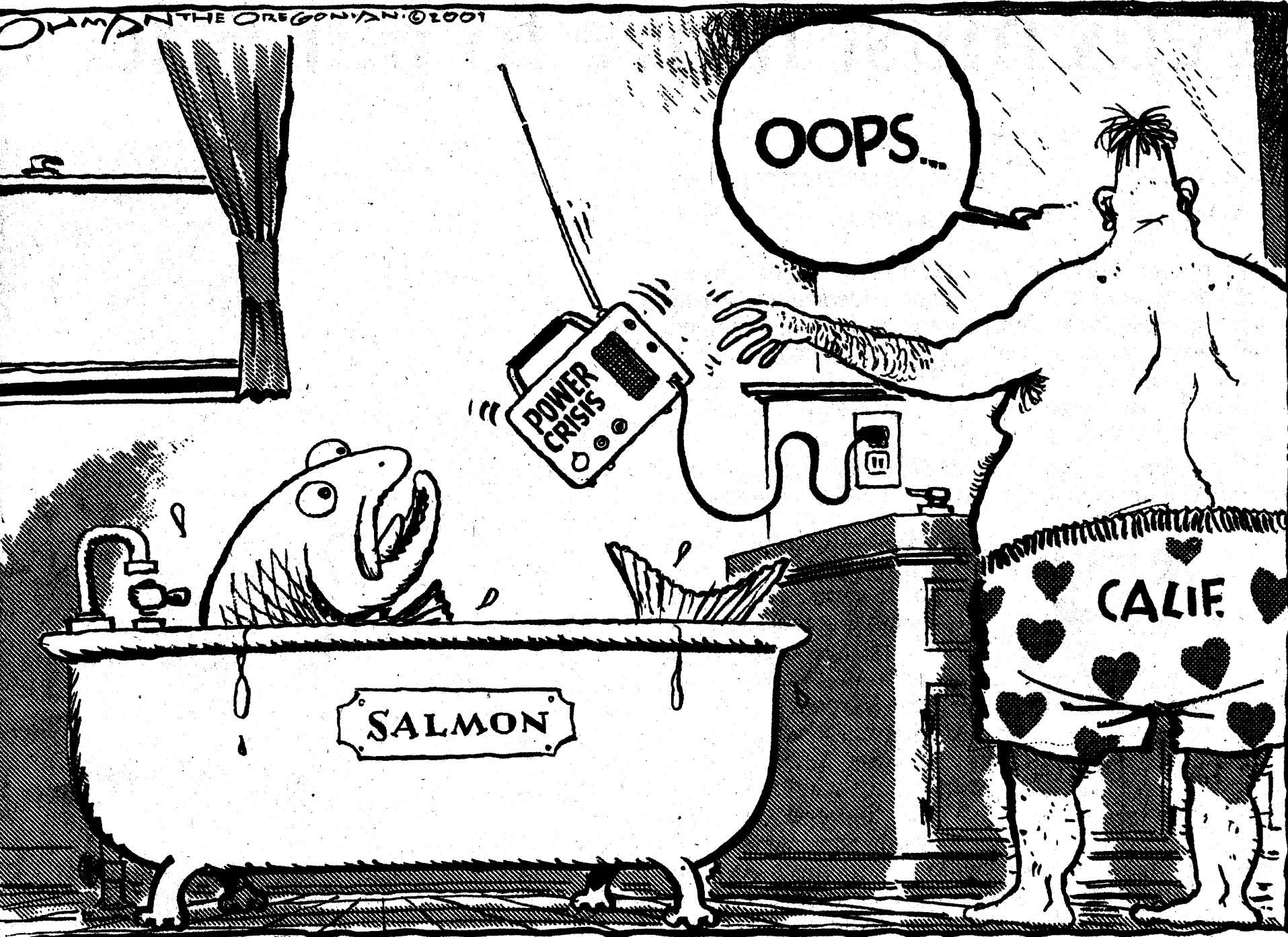
BALANCING OLD&NEW TECHNOLOGY

ASSET MANAGEMENT STRATEGY

RELIABILITY AND EFFICIENCY

NATIONAL PRIORITY- PMA LINKAGE

LEGISLATIVE OPPORTUNITIES



The Decline of the Iron Triangle



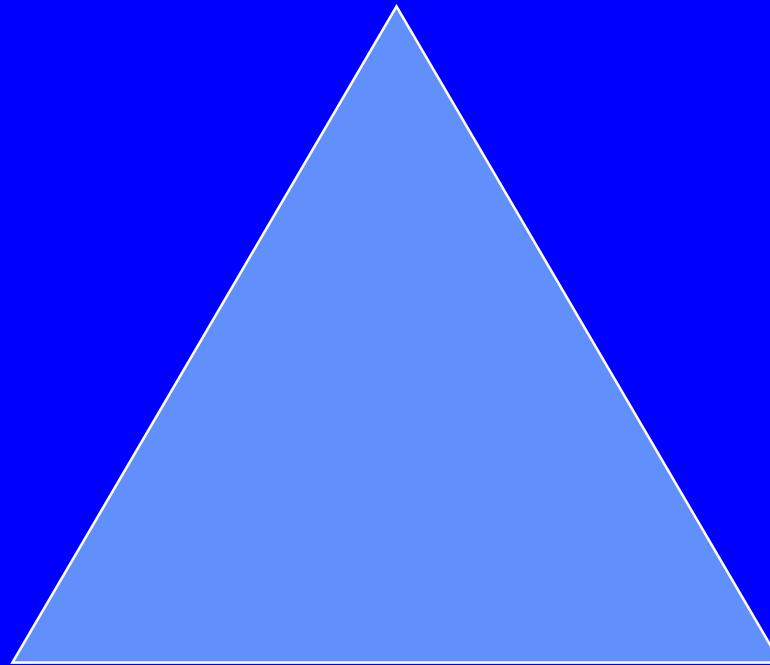
*And its Implications for the
Federal Hydropower Family*

Key Themes

- “Iron triangles” vs. “issue networks”
 - Organizational identity vs. culture
 - Technical vs. values based rationality
 - Mechanics of policy development
 - Implications / recommendations
-
- Bottom line: We need a new business process in the Federal Family

What is an "Iron Triangle"?

Congressional Committee / Sub-committee



Local Lobbies

- Ports / Nav Interest
- Farm Bureau
- Timber Industry
- Environmental Group

Federal Agency

- Corps
- DOE
- BOR
- EPA

The Great Fit

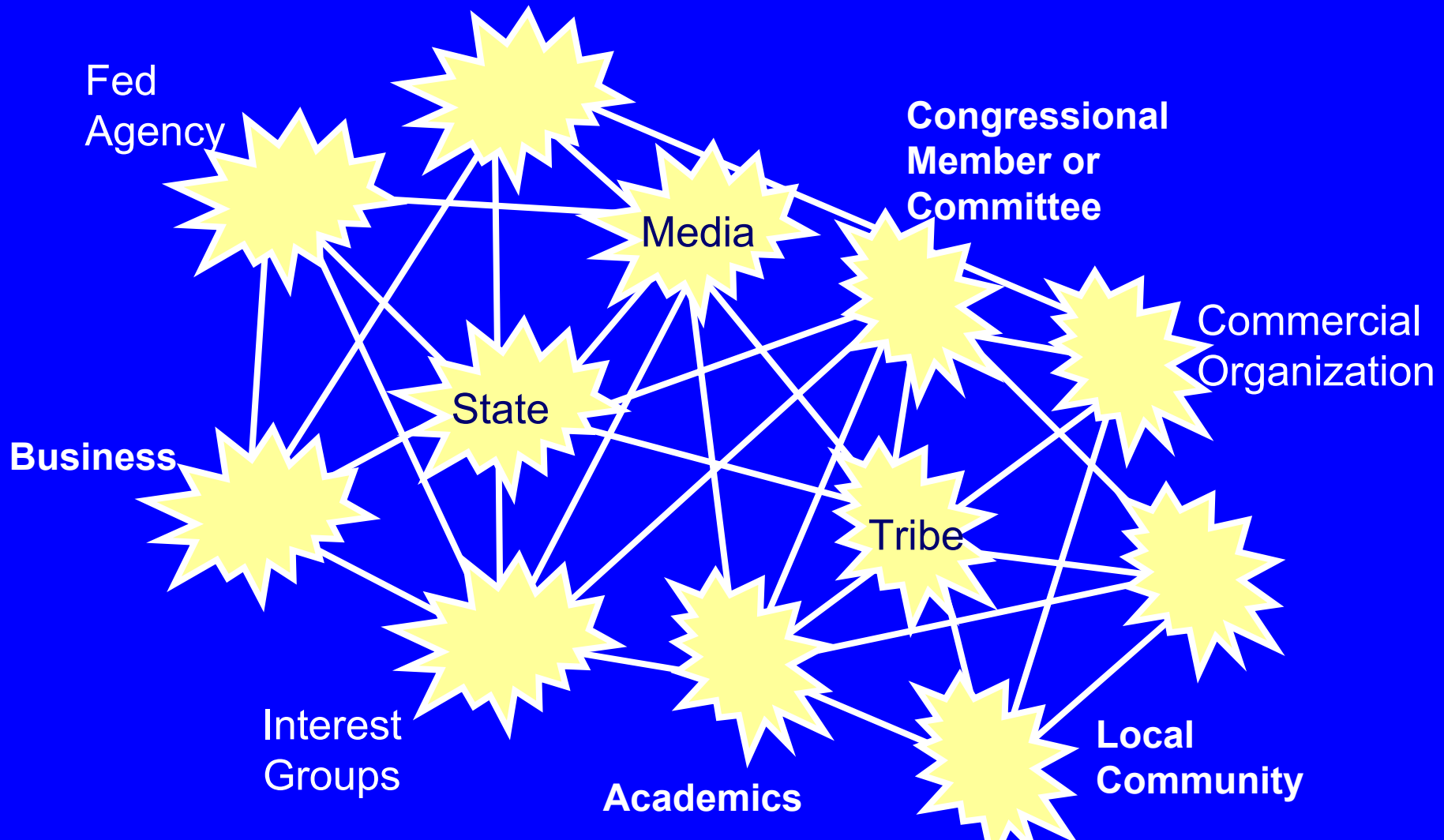
- The iron triangle environment worked for the Corps:
 - Economic / technical rationality
 - Limited players
 - Monopoly on expertise / science
 - Accepted impression that if you had local interest and Congressional support, you had "public" support

What Went Wrong?

- Cumulative impacts
- Exclusiveness of process
- Reductions in fed spending – loss of power
- Drive for government reform
- Decline of Congressional committee power and seniority
- Decline in voter turn-out
- Explosion in number of interest groups
- Rise of environmental regulation

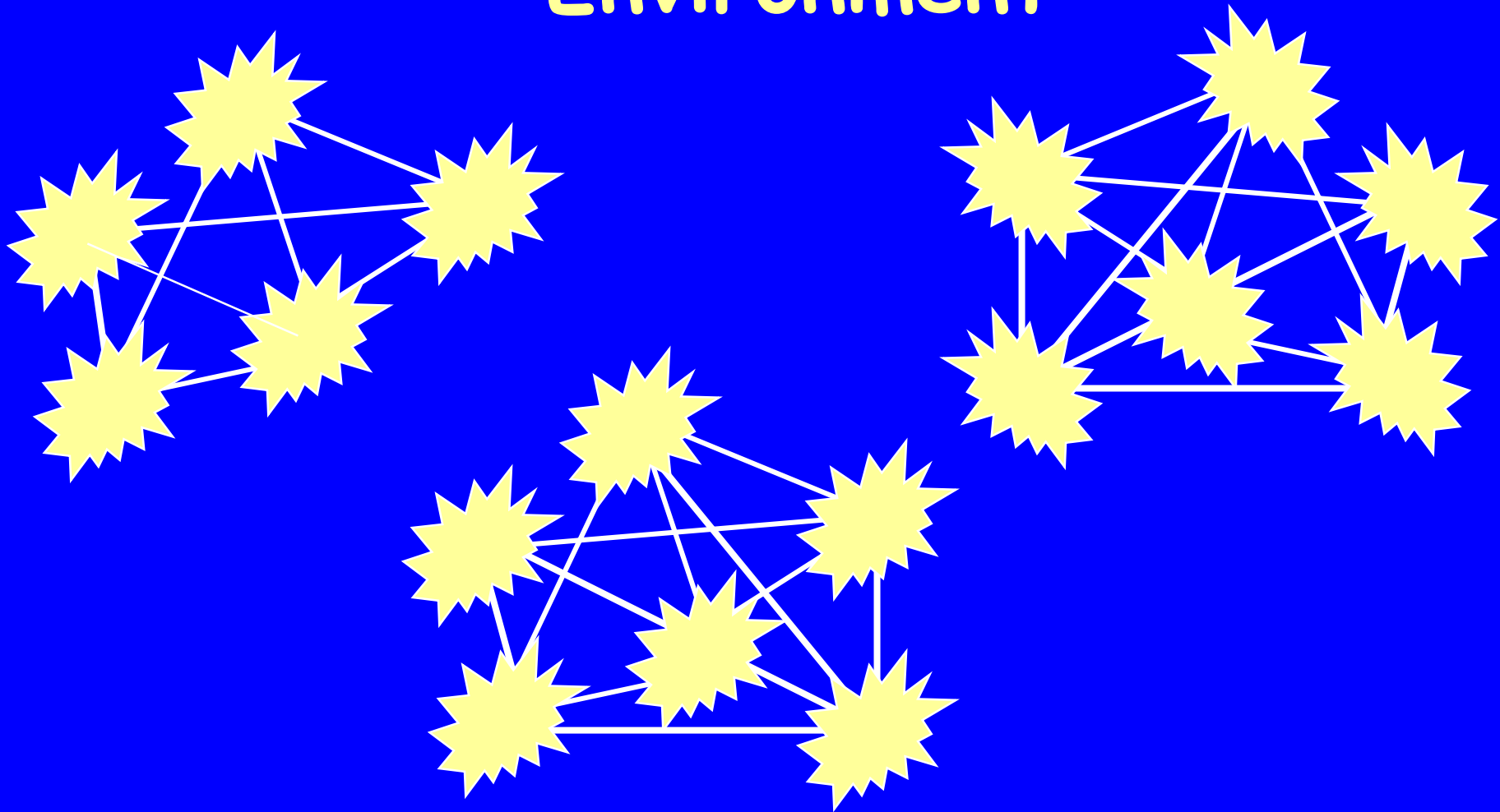
*Result: Decline in influence of Iron Triangles
and rise of issue networks*

What is an "Issue Network"?



Coalition of advocates united around issues of common interest

Today's Policy Environment



A function of interaction between networks

Impacts:

- Political legitimacy of interest groups
 - More than just money
- Greater access to process
 - Politically
 - Judicially - through courts
- Regulatory agencies have authority to constrain action agency discretion

Organizational Identity vs. Culture

- Culture = Why we do what we do
- Organizational Identity = How we see ourselves
 - Connection between why people join organizations, how they see themselves, and how the organization relates to its environment
 - Engineers = logical, linear problem solvers
 - Other actors in "networks" see the world differently

Rationality

- Rationality = basis for decision making
 - Technical
 - Economic
 - Values based
 - Environmental
 - Religious
 - Native America

Mechanics of Policy Development

- Rational analysis and choice = 10%
- Incremental = 85%
- Dramatic change = 5%

Function of problem + policy + politics

What's This Mean to the Guys Like Us?

- Corps expertise still important and relevant – but no longer dominant
- Engagement w/ network players at all levels
- PMBP = essential conceptual attitude
- Need for “engineer statesmen”
- Relationship with traditional constituencies
- Cultural change explained in ways that align with organizational identity
- Public affairs and command information

Comments from Barry Holiday

- Hydropower is not a high priority business function in this budget
- No major rehab new starts - little likelihood of increased budget
- Concerned about effects of deregulation - switchyard and lines under COE control
- Section 212 offers increased opportunities
- Hiring a GS-15 Hydropower Team Leader in HQ
- OMB is pushing direct funding from leadership pushes
- Congress is not getting the message - we all need to educate
- Benchmarking is a great tool to educate folks
- Many challenge use of water in project pools
- Big push and cost with infrastructure security protection